

CONFIDENTIAL

Idea

"Forum WS 3"

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Anders Olander, CoVision, Stockholm

[Note: The following ideas were generated by group members using the Council™ Electronic Meeting System, and are here printed in the order they were originally written. For this document, all of the data was run through a spell-checker and slightly reformatted, but otherwise is unchanged. Some sequence numbers are missing due also to formatting, not because any data is missing. Pages handed out during the meeting are included here also.]

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1. ELECTION ADMINISTRATION

Participants entered a set of comments using these instructions:

“What is the main...”

A. ... advantages with a centralized system?

- 001 Standard procedures
- 002 Speed, easy to control.
- 003 cheaper
- 004 ease ballot distribution to polling tables
- 005 one organisation responsible
- 006 Consistent quality
- 007 - Easy to monitor (updating, etc.)
 - More secure
 -
- 008 Greater consistency
- 009 Easy to train and maintain quality
- 010 easy to summarize, collect data such as votes or voter information
- 011 Easy to train and support
- 012 the centralized system makes for easy administration.
 - it facilitates network accessibility
- 013 Less training required for remote areas
- 014 Easy to develop solutions
- 015 one team is enough to run it
- 016 ensures good coverage
 - standardized quality
- 017 Better capacity for administrative control and standardization. (But must be consistent with culture of the country).
- 018 communication is easier and faster
- 019 sustainability
 - sustainability and lower cost
- 020 easier logistic display
 - voter may feel closer to the election procedure
 - it may request a good co-ordination among different administration bodies levels
- 021 cost effective
 - easier compilation
 - faster
- 022 common criteria

- 023 manageable
 - timely processing
 - economy of scale
 - po
- 024 easy to manage the infrastructure
- 025 pooling of resources
- 026 # Uniformity of criteria throughout the country
 - # It is possible to invest more in an adequate design of the system
- 027 common standards across the country
- 028 Easier to recognise the authority in charge of the electoral process
 - instructions and directions from one head
 - logistics standarization
- 029 common experience for voters across country
- 030 ability to ensure rigourous testing and
- 031 Procurement of standard equipment should result in cost savings, more efficient service, production of standard training materials.
- 032 bringing ICT culture closer to grassroots
- 033 Should improve administrative accountability. System success and/or failure are more easily identifiable.

B. ... advantages with a decentralized system?

- 001 Flexibility, robust, transparent
- 002 Like the Internet, has redundancy...many locations
- 003 Lower ongoing costs
 - Control
 - Reuse, sustainable
 - Open standard? Flexible?
 - Quick tabulation
 - Logistics, quick deployment
- 004 Higher trust
 - Increased transparency
 - Central tabulation
- 005 Closer to actual problem
 - Can be customised for local needs
- 006 Checks and balances - When used with a local printer and local optical reader
- 007 harder for errors to affect the whole system
- 008 Credibility as people running may be familiar with the solutions
- 009 Regional cultures and languages can be accommodated
- 010 Ownership by local entities
 - Quicker

A breakdown at one terminal does not affect the entire system

- 011 Local control
 - Trust in one's local results
- 012 This software is an excellent example of an advantage. Imagine us all lining up at the front of the room to type in answers...this way we each have our own controlled access
- 013 a full-blown decentralized system would be a complete waste of time and resources; it would also cause quality variations between and within regions/provinces that are unacceptable in a democracy. Population data and spatial data must be coherent, universal and trustworthy.
- 014 small is beautiful

C. ... disadvantages with a centralized system?

- 001 too remote from live situations
- 002 breakdowns crash the entire system, non transparent, rigid uniformity
- 003 if it fail : no result at all
- 004 You would need one giant central system...that only gets used once or twice per year.
- 005 errors tend to affect globally the whole system
- 006 time to retrieve all ballots
- 007 higher costs, and greater chances of getting wrong at the small level and details.
- 008 asks highly standard of control and testing to provide major problems
- 009 Suspicion about manipulation
 - Large scale deployment in 1st election
 - Cost?
 - Loss of local control, input
- 010 Non standardized, inconsistent
- 011 risks in logistics failures
 - lack of local initiatives
 - it may forget some local-regional important differences (local languages, traditions, social organization...)
- 012 You end up with situation like the ballot paper design in Florida. . .
- 013 OOPS - The Florida situation is a problem with a decentralized system, not a centralized system.
- 014 Lack of transparency, easy for an individual or small group to control the system and rig the results.

D. ... disadvantages with a decentralized system?

- 001 lot of human resources to run
- 002 Inconsistency
- 003 administration is difficult.
 - It is open to manipulation
- 004 Telecommunications infrastructure is costly, unstable in some nations and worst of all, often controlled by private interests :-(
- 005 too many people interfere

- 006 Suspicion of local tampering
 - Cost?
 - High training barriers?
 - Quality control of technology? Local expertise?
 - Chads?
- 007 Installation and adaptations : in a lot of places
- 008 depends on how far decentralization has gone, a good balance might work efficiently
- 009 excess of diversity in electoral procedures
 - lack of a clear responsibility in the election process
 - increasing electoral costs if no standars are used
- 010 Certification uncertainty
 - Proprietary tech is often used
- 011 Florida, FLORIDA, AND MORE FLORIDAS
 - T

2. ELEMENTS OF ELECTORAL ADMINISTRATION

Participants entered a set of comments using these instructions:

“What elements of electoral administration are appropriately centralized or decentralized?”

- 001 planning
procurement
- 002 STANDARD SETTING HAS TO BE CENTRALIZED
- 003 Centralized: Procurement of population data and spatial data
- 004 voter registration benefits from local knowledge: ideally should be locally administered, centrally managed
- 005 Standards and procedures
- 006 Planning, the definition of standards and design might be better centralised. In most cases, implementation is better decentralised
- 007 Are standards universally applicable?
Who sets standards?
- 008 maintenance of voter register
ati
- 009 standards, guidelines, principles have to be centralized - operational applications have to be decentralized - and this is relevant for all aspects of electoral administration
- 010 Ideally the voter registration system should be centrally controlled and administered, although this invariably will require some activity at the local level (completing of forms, etc.).

It also is desirable to use as much standardized equipment as possible, so that procurement will result in cost savings, improved service.
- 011 Standards and procedures are appropriately centralized.

Election process, monitoring, and counting should all be decentralized.
- 012 maintenance of voters register
- 013 Ideally voter registration should have a central system...for example in my countrys last election I was able to vote twice, once in each area where I own property...
- 014 Vote Counting should be decentralised
- 015 Decentralisation
registration of voters
counting of votes
announcement of polling station results
- 016 policy development and standards (ballot format, counting procedures, etc) should be centralised, but based on feedback and experience from other parts of the agency
- 017 Continous training should be centralized.

The deployment and management of Electoral Management Systems should be a hybrid of decentralized and centralized system.
- 018 Counting paper ballots should be decentralised
- 019 -Voterregistration is centralized based on populationsregistration but local authorities are responsible for inviting voters.

- votingtime is centralized from 8.00- 20.00 hrs.
- 020 the maintenance of the electoral list should be a centralised function
- 021 procurement
 - voter registration system standardised at central level, but training provided at local level
- 022 Big brothers and sisters,
 - Are we being censored or what? Why do sent comments do not appear in your big screen?
- 023 In terms of computer systems, you obviously need some sort of decentralized system, given the huge load of work the system takes in such a very short amount of time, there is quite a bit that could go wrong on the big ELECTION DAY.
- 024 CENTRALIZE
 - procurement
 - policy development
 DECENTRALIZE
 - training
 - service delivery
 - vote counting
- 025 There is no simple answer to this question: what will work best in a particular context will depend on the social context, available resources, risk factors, infrastructure, etc. etc.
- 026 Centralised
 - Common voters list
 - setting of procedures
 - tabulation of results
 - announcement of results
- 027 planning should be centralized
- 028 funding
- 029 centralized
 - policies
 - planning
 - control and maintenance voters roll
 - recruitment
 -
- 030 The results verification system should be centralised
- 031 decentralised
 - nomination of candidates
 - delimitation of constituencies
- 032 policy making should be centralized. after policies have been set, planning should be decentralized to ensure that actions to take such as procurement and training shall be adaptable to the local needs.
- 033 sourcing and deployment of logistic support should be decentralised
- 034 Both aspects can benefit the end-to-end election process
 - A centralized system of ballot casting, tabulation and software administration on servers can be balanced by local optical scanners reading printed outputs of the central system.

- This way a voter sees (and holds) the votes cast and personally places the paper ballot in a local system that counts it a second time.

- Registration lists of vote counts should match the central system count and the local assurance system.

- Both a paper and digital trail can be referenced post-election.

035 appropriate to centralized

-voting register

-register of national candidates (for national elections)

appropriate to decentralized

-training: for members at the pooling tables, and in general to all persons working in the electoral organization

-electoral information

036 Counting of votes should be decentralized.

037 declaration of results should however be centralized

038 centralized: basic legislation, electoral highest authority in national elections and/or electoral Court, institutional campaigns (how,when,where to vote), logistics control in national elections, voters registration and/or roll, official election results for national elections

decentralized : logistics displacements (ballot printing, cabins, ballot boxes), training,

3. TECHNOLOGY DEVELOPMENT

Participants entered a set of comments using these instructions:

“What is the main...”

A. ... advantages with outsourcing?

- 001 Highly technical staff and skills can be obtained for the relevant period
Proven expertise can be harnessed
- 002 can ensure that equipment will function well provided the source is not run of the mill
- 003 quick delivery
- 004 provides the newest technologies
transparency of the electoral process may be enforced
- 005 cheaper, more professional, offers a higher level of safety. Of course, staff members of the outsourcing company must work closely together with the civil servants responsible for the electoral
- 006 access sophisticated skills and expensive equipment
- 007 you buy what you need at the market
- 008 it eliminates idling of capacity
- 009 Spend on mission critical EMB functions to provide standards, assurance, accuracy and credibility.
Outsource logistics and non-professional field activities such as technology, non-skilled labor.
- 010 You get a tested product or system that has been used in a different setting and possibly a different culture, but at least you know it conforms to some sort of standard and works
- 011 When it comes to information technology services, it is generally impossible for EMB's to be able to retain good quality skills and provide a long term career path for technical personnel. It is therefore appropriate to outsource roles of technology support, while keeping the oversight and management function in-house.
- 012 Outsourcing can be done with other government agencies that have specialised skills that are difficult to obtain or maintain in an electoral organisation. For instance, the retrieval of media materials that might be used by a Commission might be better done by another government organisation avoiding setting up a special unit in the electoral body.
- 013 availability of resources, competences and skills
- 014 as in everything else, what you outsource depends on the context, but overall technical services can be effectively outsourced, but control and oversight of the process should be responsibility of the EMB
- 015 It is useful for non electoral activities like maintenance and operation of ICT infrastructure.
- 016 sustainability
- 017 Outsourcing allows EMBs to focus on selected core activities
- 018 procurement of equipment can in most cases better be outsourced, competitive bidding will lower costs
management of for example electronic counting machines and electoral process is normally better managed by independent EMBs, for reasons of consistency, capacity building and lessons learned
- 019 it is more cost effective

- 020 it brings diversity and competition
- 021 Ability to purchase the latest technologies and skills when the need arises.
Avoiding the need to sustain expensive infrastructure during non election years.
Avoid competing for budgets with the other government departments/projects
- 022 takes advantage of skills and technologies that have been developed in other sectors

B. ... advantages with inhouse development?

- 001 Independance
- 002 sustainability
ownership
relevancy & appropriate applications
environmental friendly & compatibility
- 003 Whenever possible, developing democracies should source their materials in-country. In fact, election systems should be designed within the financial and technical capabilities of the country, to build ownership and trust in the process, and to avoid a situation where democracy in the country is dependent on external resources.
- 004 Inhouse development permits a base of specialised skill to be developed on a scale which may not be feasible in an outsourced environment.
- 005 control of entire process
- 006 develop internal skills
flexibility
- 007 you skip the disadvantages of outsourcing
- 008 develops own skills on the theme in your organisation.
You are independent
- 009
inhouse development guarantee tech adjusted to local needs
- 010 helps national development
it may exist a better knowledge of the national needs and context
it seems to better guarantee a after sales service
- 011
administrator gain control over the entire process
- 012 For simple solutions it will generally be less expensive to develop in house solutions than to outsource (e.g. the development of an election cost model using spreadsheet technology)
- 013 The emphasis on inhouse development and control leads to oversized and expensive electoral administration.
- 014 no advantage because it is practically impossible to find well skilled system designers and programmers to work as civil servants
- 015 ownership, commitment, continuity. . .
- 016 keep project under control

C. ... disadvantages with outsourcing?

- 001 more expensive

- 002 need of competencies
- 003 less control of the process if not having tech transfer
- 004 Corporations already affect government policy, the public would prefer it if electoral systems were transparent and public and the private sector kept out of it
- 005 Outsourcing can involve a loss of control of core functions, leaving an EMB at the mercy of suppliers who can, in the future, extract a financial premium for their services.
- 006 skills and knowledge cannot be retained
reliant on providers: cost fluctuations
- 007
may be trapped into vendor driven procurement
may leave EMB or electoral process open to imbedded fraud type bugs
- 008 problem of security and even credibility
- 009 lack of spares and maintainance
redundancy
no continuity and ownership
- 010 allows for manipulation by political directorate
- 011 mostly you don't get what you ask
- 012 expensive to maintain
- 013 security and disclosure cannot be controlled by emb
- 014 We discussed the sustainability of election technology. How sustainable is it if the technology belongs to a private company and the EMB has no control other than paying the invoice?
- 015 hazardous to environment
- 016 may compromise independence of EMB, or perception of independence
- 017 it does not consider local factors which can jeopardize the use of the ICT
too sophisticated for the national average capability
closes oportunities to national development
Expensive maintenance
- 018 If 'outsourcing' is to international companies, local businesses will suffer. It seems crazy to import whole polling kits from Europe that could just as easily be put together locally...
it brings unfair competition
- 019 The 'revolving door' syndrome of contracted outsourced staff leaving after short assignments. . .
- 020 safety may be endangered in case the outsourcing is not performed in a correct way. If the contract is made for a too long time it may cause an "unhealthy" dependence
- 021 It leaves the control of activities to a third party that may easily be manipulated.
- 022 no capacity building
high costing involved
distrust of ebm
lack of control
- 023 Uncertainty about the integrity of the outsourced company
- 024 EBs lacks control of the process, besides the fact that a private company controlling part of the process of electing public power, can bring out issues of accountability, Who guarantee transparency, fair election, and trust to the electorate?

025 if the EMB does not build in any capacity it becomes the prisoner of the outsourced services, cost actually increase from election to election

D. ... disadvantages with inhouse development?

001 Without external quality control, 'groupthink' might develop where all the in-house developers believe they have the greatest system ever made (and they dont)

002 Lack of funding to sustain inhouse development.

Competition with the private sector for human resources.

Inability of an EMB to offer longterm career opportunities to personnel.

003

may get the tail wagging the dog - you may use a newly developed technology just because you can, not because you want or need to

004 additional expense, difficulty in training skilled personnel

005 expertise can get lost when staff leaves

006 lack of appropriate skills and expertise

007 costly in the long run because of benefits and pensions involved

008 reactivity relaying on only own ressources

009

you may have to pay for very expensive expertise that you do not fully require or utilise

010 it is easier to make revisions without the need of going back to the vendor

you can produce what you want unlike in outsourcing where you buy only what you need

011 lack of interest in documentation, professional standards and standard procedures

012 may be a second best option

closes better/newer/cheaper foreing ICTs

013 Lack of focus

4. ELEMENTS TO OUTSOURCE

Participants entered a set of comments using these instructions:

“What elements of election administration are appropriately outsourced, and when?”

- 001 R&D, always
- 002 none
- 003 anything not available in the country must be outsourced, as early as possible, when budget permits
- 004 Same answer again: this will depend on the environment, resources, risk factors, etc. No general answer can be given.
- 005 setting up of polling booths
transportation of elections material
- 006 audit of election results is appropriately done by outsiders (not private companies - but rather independent organisations)
- 007 Networking needs are a good element to outsource. There is already substantial experience within some countries with this.
- 008 Aspects of voter registration
- 009 manufacturing elements such as printing and production type stuff; maybe supply chain logistics stuff
- 010 data entry (registration of voters)
- 011 I.T infrastructure supply and services.
- 012 softwares, as sooner as better
- 013 Planning should be in house
choosing of technology should be in house
training should be in house
vote tabulation should be in house
- 014 Aspects of Voter education (instead of voter registration)
- 015 Adhoc personnel.
- 016 perhaps personnel (polling and counting staff) could be supplied through agencies
- 017 The logistic, because the market is most time better equipped to deliver materials and so on.... With a good planning you can make good deals .

But much depends the circumstances in a countrie or region..
- 018 Security materials.
- 019 Security
- 020 support functions such as advertising, web design etc
- 021 maintenance of the network (both LAN and WAN), all the hardware elements, and (smaller) corrections of the software. Software (application) development must be ordered from private companies (this is not outsourcing but a traditional contract)
- 022 Task without decision power

- 023 Although the tabulation equipment may be purchased by an EMB, the source codes powering the software usually remain the property of the vendor, effectively outsourcing much of the automated vote tabulation that occurs.
- 024 there are no specific elements that might be outsourced, it depends on each specific situation
ICTs technology needs for a public contract might be as open as possible
It is recommended to ask for help, opinion or advice of countries with similar problems, electoral systems, needs...
Any ICT applied to a country must take into account its legal, institutional and cultural frame
- 025 - registration of voters
-training
- software programming
-printing and conducting voters education
-printing of ballot papers
-handling of the electoral disputes
- 026 ADVERTISING
PUBLIC RELATIONS
All the time
- 027 Outsourcing software is a high risk activity, because it involves I

